



# EMPLOYEES' CONSULTATIVE FORUM

**TUESDAY 19 APRIL 2005  
7.30 PM**

**COMMITTEE ROOMS 1&2  
HARROW CIVIC CENTRE**

**[Pre Meetings: Council 7.00 PM CTTEE RM 1 & 2]  
Employees' 6.30 PM CTTE RM 3]**

**MEMBERSHIP** (Quorum: 3 from the Council Side and 3 from the Employees' Side of the permanent membership)

**Chair:** S Sivashankar

**Councillors:**

Marie-Louise Nolan (VC)	Mrs Bath
Currie	Janet Cowan
N Shah	Mrs Joyce Nickolay
Toms	

**Employee Representatives**

Representatives of HTCC: (To be advised)

Representatives of UNISON:	Ms M Cawley	Mr K McDonald
	Ms A Jackson	Ms D Prasad
	Mr G Martin	

**Reserve Council Side Members:**

1. Lent	1. Billson
2. Gate	2. Janet Mote
3. Burchell	3. Osborn
4. Lavingia	

**Issued by the Democratic Services Section,  
Legal Services Department**

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**HARROW COUNCIL**

**EMPLOYEES' CONSULTATIVE FORUM**

**TUESDAY 19 APRIL 2005**

**AGENDA - PART I**

1. **Attendance by Reserve Members:**

To note the attendance at this meeting of any duly appointed Reserve Members.

Reserve Members may attend meetings:-

- (i) to take the place of an ordinary Member for whom they are a reserve;
- (ii) where the ordinary Member will be absent for the whole of the meeting; and
- (iii) after notifying the Chair at the start of the meeting.

2. **Declarations of Interest:**

To receive declarations of personal or prejudicial interests, arising from business to be transacted at this meeting, from all Members present.

3. **Arrangement of Agenda:**

To consider whether any of the items listed on the agenda should be considered with the press and public excluded on the grounds that it is thought likely, in view of the nature of the business to be transacted, that there would be disclosure of confidential information in breach of an obligation of confidence or of exempt information as defined in the Local Government (Access to Information) Act 1985.

Enc. 4. **Minutes:** (Pages 1 - 4)

That the minutes of the meeting held on 2 February 2005, having been circulated, be taken as read and signed as a correct record.

5. **Matters Arising from the Last Meeting:**

To note any matters arising from the last meeting of the Forum.

6. **Public Questions:**

To receive questions (if any) from local residents or organisations under the provisions of Committee Procedure Rule 15 (Part 4B of the Constitution).

7. **Petitions:**

To receive petitions (if any) submitted by members of the public/Councillors under the provisions of Committee Procedure Rule 15 (Part 4B of the Constitution).

8. **Deputations:**

To receive deputations (if any) under the provisions of Committee Procedure Rule 16 (Part 4B of the Constitution).

- Enc. 9. **Individual Performance Appraisal and Development Process:** (Pages 5 - 8)  
Report of the Director of Human Resources and Organisational Effectiveness.
- Enc. 10. **Staff Survey and Strategy for People Progress Report:** (Pages 9 - 36)  
Report of the Director of Human Resources and Organisational Effectiveness.
11. **Middle Management Review - Recruitment and Selection:** (To Follow)  
Report from UNISON.
12. **Freedom of Information:** (To Follow)  
Report from UNISON.
13. **Stress Audit:** (To Follow)  
Report from UNISON.
14. **Occupational Health:** (To Follow)  
Report from UNISON.
15. **Attacks on the Integrity of the Branch and its Officers:** (To Follow)  
Report from UNISON.

## **AGENDA - PART II**

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**EMPLOYEES' CONSULTATIVE FORUM**

**2 FEBRUARY 2005**

- Chair: \* Shankar Sivashankar
- Councillors: \* Mrs Bath \* Marie-Louise Nolan  
 \* Janet Cowan \* N Shah  
 \* Currie \* Toms  
 \* Mrs Joyce Nickolay
- Representatives of HTCC: (Currently no appointees)
- Representatives of UNISON: \* Ms M Cawley \* Mr K McDonald  
 \* Ms A Jackson \* Ms D Prasad  
 \* Mr G Martin

\* Denotes Member present/Employee Representative present

[Note: Mr Eddie Coulson, UNISON Regional Officer, also attended this meeting].

**PART I - RECOMMENDATIONS - NIL**

**PART II - MINUTES**

110. **Appointment of Chair:**

**RESOLVED:** That Shankar Sivashankar, an employee side representative, be appointed as Chair of the Forum for the remainder of the Municipal Year 2004/2005.

111. **Attendance by Reserve Members:**

**RESOLVED:** To note that there were no Reserve Members in attendance at this meeting.

112. **Declarations of Interest:**

Ms Debbie Prasad, an employee side representative, declared that she had a relationship with a Chief Officer at the Council.

**RESOLVED:** To note that the following interests were declared:

<u>Member</u>	<u>Nature of Interest</u>
Councillor Currie	Declared a personal interest in that he was a Member of UNISON.
Councillor Toms	Declared a personal interest in that he was a Member of NUT.

113. **Appointment of Vice Chair:**

**RESOLVED:** To appoint Councillor Marie-Louise Nolan as Vice Chair of the Forum for the remainder of the Municipal Year 2004/2005.

114. **Arrangement of Agenda:**

**RESOLVED:** That (1) in accordance with the Local Government (Access to Information) Act 1985, the following agenda item be admitted late to the agenda by virtue of special circumstances and grounds for urgency detailed below:-

<u>Agenda item</u>	<u>Special Circumstances/Grounds for Urgency</u>
11. 2005/06 Budget Consultation	The report was not available at the time the agenda was printed and circulated. Members were requested to consider the item in order to comply with the Council's requirement to consult with the Trade Unions on budget proposals that have a direct impact on employees.

(2) item 14 be considered before item 11; and

(3) all items be considered with the press and public present.

115. **Minutes:**  
**RESOLVED:** That the minutes of the meeting held on 6 July 2004, having been circulated, be taken as read and signed as a correct record.
116. **Matters Arising from the Minutes:**  
**Health and Safety Strategic Board**  
 A Member from UNISON expressed disappointment that no Directors had attended the launch of the Health and Safety Strategic Board. The Director of Human Resources and Organisational Effectiveness stressed that Health and Safety was an area that the Council considered of utmost importance. It was added that in future a designated deputy would attend if the appropriate Directors were unavailable.  
**RESOLVED:** That the matters arising from the minutes of the last meeting be noted.
117. **Public Questions:**  
**RESOLVED:** To note that no public questions were received at this meeting under the provisions of Advisory Panel and Consultative Forum Procedure Rule 15 (Part 4E of the Constitution).
118. **Petitions:**  
**RESOLVED:** To note that no petitions were received at this meeting under the provisions of the Advisory Panel and Consultative Forum Procedure Rule 13 (Part 4E of the Constitution).
119. **Deputations:**  
**RESOLVED:** To note that no deputations were received at this meeting under the provisions of Advisory Panel and Consultative Forum Procedure Rule 14 (Part 4E of the Constitution).
120. **Industrial Action - Pensions:**  
 A Member from UNISON reinforced the commitment to working with the Council in joint partnership and thus avoiding industrial action wherever possible. However the Forum was advised of a potential national dispute over pensions that may lead to strike action on 23 March 2005. UNISON added that in the event of industrial action every effort would be made to minimise the impact on Harrow's residents. It was noted that the Council had not arrived at its formal position on the issue.  
 The Forum was also advised of an issue that had arisen in the Waste Management division. A UNISON Member read out a statement detailing employees' concerns. Members were referred to a memorandum dated 2 February 2005 from the Area Director (Urban Living), which set out the Council's position on the issues raised by employees. Both the Council and employee representatives reiterated their commitment to avoid industrial action over this issue.  
**RESOLVED:** That the above be noted.
121. **2005/06 Budget Consultation:**  
 The Forum received a report of the Executive Director (Business Connections), which included the report submitted to Cabinet on 16 December 2004. It was explained that the settlement announced by central government was considered to represent a slight improvement on the provisional settlement for 2005/06.  
 The Director of Financial and Business Strategy detailed the budget consultation process, which included a random survey of 4,000 households in the Borough. It was reported that 32% of these households had responded. The Forum was also reminded that meetings had been held between officers and UNISON to consult on the budget proposals.  
**RESOLVED:** That the report be noted.
122. **Equality Monitoring Report for 01 April 2004 to 30 September 2004:**  
 The Forum considered a report of the Executive Director (Organisational Development), which detailed the Council's equality performance from April – September 2004. An officer advised that a Member from UNISON had raised a number of points in relation to the report, and tabled a response to those queries. The Forum was referred to page 25 of the agenda, which provided an account of the Council's performance against targets set for 2004/05. Members were also reminded that Directorates had been working on key areas of the Race Equality Scheme. It was

added that the Council had been accredited with Level 2 of the Equality Standard and would be undertaking further work to achieve Level 3 in the forthcoming year.

A Member from UNISON queried how the Council intended to monitor its equality performance without a designated Equalities Officer. It was explained that under the new Human Resources structure, HR consultants would undertake various work, including equalities work. The Senior Professional position would be responsible for overseeing such work and collating the information from across the organisation.

Discussion turned to the Council's Recruitment and Selection Procedure. A Member from UNISON raised concerns over the procedures at the Central Depot, particularly in light of the recommendation arising from the Asian Applicants Review Group (AARG) that all Recruitment Panels should be ethnically balanced. The Member from UNISON also reported concerns that a CD-Rom on Recruitment and Selection had been used to train panel members. Whilst recognising that the CD-Rom was not sufficient in terms of training, officers reiterated their commitment to implementing the recommendations from the Asian Applicants Review Group and reported that there was general adherence to this procedure.

The Forum discussed the statistics relating to the success rate for Black and Minority Ethnic (BME) applicants. The Forum recognised that significant steps had been made in addressing the disproportionate percentage of BME employees. It was suggested that during the recruitment process, the Council should endeavour to highlight its support structure for all employees. Following the work of the AARG, it was not possible to identify any specific factors that were responsible for the disproportionate number of BME applicants and employees. Discussions with other London Boroughs had indicated that it was a widespread problem. The Forum also discussed the likely perception, by some applicants, that declaring a disability would disadvantage an application.

**RESOLVED:** That the monitoring information for 1 April 2004 to 30 September 2004 be noted.

123. **Recruitment and Selection - Middle Management Review:**  
Referring to a tabled document outlining UNISON's concerns about the ongoing middle management interviews and the alleged departure from the Council's policies and practices, the Director of Human Resources and Organisational Effectiveness stated that it would be inappropriate for the issues to be discussed as the information formed part of an ongoing investigation. An officer added that there were procedures in place for complaints and grievances to be heard by Members. Anything outside of that procedure would be inappropriate. It was therefore agreed that the tabled document would be withdrawn. A Member from UNISON apologised for presenting this information to the Forum.

**RESOLVED:** That the above be noted.

124. **Occupational Health:**  
A Member from UNISON reported that officers had agreed to review the position of the Occupational Health Service in the forthcoming year and consider transferring management of the Service to Business Connections.

**RESOLVED:** That the above be noted.

125. **Grievances:**  
The Forum was advised that the report relating to the grievance had been released from Legal Services on the morning of 2 February 2005.

**RESOLVED:** That the above be noted.

126. **Joint Consultation/Negotiating Machinery:**  
The Forum received a verbal report from UNISON, requesting a new consultation mechanism whereby Members could be engaged on a more regular basis. It was noted that a number of Forum meetings had been cancelled in the past. Members reiterated the need to hold meetings of the Forum every quarter. It was also suggested that regular meetings should be held between the Portfolio Holder and UNISON.

**RESOLVED:** That the above be noted.

(Note: The meeting having commenced at 7.33 pm, closed at 9.55 pm)

(Signed) SHANKAR SIVASHANKAR  
Chair

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Meeting:	Employees' Consultative Forum
Date:	19 April 2005
Subject:	Individual Performance Appraisal and Development Process
Responsible Officer:	Sue Styles, Director of HR /OE
Contact Officer:	Maggie Rees, Group Manager, Organisational Development
Portfolio Holder:	Marie Louise Nolan Portfolio Holder for Human Resources & Communications
Key Decision:	No
Status:	Part I

### **Section 1: Summary**

This report outlines details about the project currently underway to develop and implement a corporate performance appraisal and development scheme for individuals.

#### **1.1 Decision Required**

That the Employees' Consultative Forum note progress against actions in relation to the Individual Performance Appraisal and Development (IPAD) process

## 1.2 Reason for report

To inform the consultative forum on the progress against actions in relation to the Individual Performance Appraisal and Development (IPAD) process

## 1.3 Benefits

The IPAD process will enable staff to implement corporate and directorate service plans and actions through effective objective setting, support and development

This will support the Council in achieving it's corporate objectives of being a more business like organization and a genuine learning organization.

## 1.4 Cost of Proposals

The development of a corporate scheme will require £24,000 for phase one of the project which includes consultancy, training, printing and publication costs. The current revenue budget has £5,500 allocated for initial development work and a bid for one-off funding has been made for the remaining implementation costs.

## 1.5 Risks

Lack of resources – financial and people could delay implementation.

## 1.6 Implications if recommendations rejected

Not applicable

## **Section 2: Report**

2.1 Cabinet on 16 March 2004 approved the “Strategy for People” which forms the framework for managing and developing employees in delivering the Council’s corporate vision and priorities.

2.2 Through the development of the **High Performing Harrow** framework of performance management, it has been identified that Harrow’s success is

dependent upon strategic alignment of tasks to corporate priorities. The performance management framework has now been implemented at strategic and departmental level.

- 2.3 The final stage of the performance management framework, is that of 'Performance Appraisal', where the focus will be firmly placed upon providing managers and staff with a process which adds value to the organisation as a whole, recognises and records achievement and encourages each individual to contribute towards business excellence and personal growth.
- 2.4 Research has been carried out with reference to best practice, other organisations and consultation with key managers from each Directorate.
- 2.5 Generally, the consensus is towards developing a process that has clear identifiable principles, which apply throughout the organisation, but will be flexible enough to suit the needs of different groups of staff. The process is not being introduced for school based staff.
- 2.6 A number of prerequisites have been identified to ensure successful implementation. These are:
- Commitment from senior managers to be cascaded to all staff
  - A focused communications plan
  - Provision of appropriate resources and training
  - A phased approach to implementation – with added flexibility for large teams.

### **The Project Proposal**

- 2.7 To develop and implement Individual Performance Appraisal and Development on a phased basis, covering the following key aspects:
- *Implementation of Objective Setting Phase - end April 2005*
  - *Implementation of Interim Review Phase - mid October 2005*
  - *Implementation of Year Review Phase – end March 2006*
- 2.8 At each of these stages the use of personal development plans will be incorporated to ensure that staff receive appropriate support to achieve objectives and improve performance
- 2.9 For individuals the appraisal will provide:
- A full review of their performance
  - Planned and agreed development
  - Increased motivation

2.10 The first year of implementation April 2005 – March 2006 will be treated as a pilot year. A full evaluation of the scheme will be carried out following the rollout of each phase and be incorporated into the scheme for the year April 2006 – March 2007.

2.11 The project is currently on schedule with briefing sessions for managers being held from April 18 – May 6. The IPAD guidance and forms will be published by the end of April 2005.

2.12 Consultation

UNISON have been consulted regarding this project and will be involved throughout the project. Further consultation has commenced with the Black Workers Group and Disabled Employees Group.

2.13 Finance Implications

The financial implications are set out in the report.

2.14 Legal Implications

Once agreed through the formal negotiating machinery, IPAD will become part of Harrow's terms & conditions.

2.15 Equalities Impact

The consultation arrangements will minimize any potential adverse impact from the project on minority groups.

The implementation and application of the scheme will be monitored for any adverse impact.

### **Section 3: Supporting Information/Background Documents**

3.1 n/a



Meeting:	Employees' Consultative Forum
Date:	19 April 2005
Subject:	Staff Survey and Strategy for People progress report
Responsible Officer:	Sue Styles, Director of HR & OE
Contact Officer:	Maggie Rees, Group Manager, Organisational Development Jon Turner, Group Manager, Human Resources Strategy
Portfolio Holder:	Marie Louise Nolan Portfolio Holder for Human Resources & Communications
Key Decision:	No
Status:	Part I

## **Section 1: Summary**

### **1.1 Decision Required**

That the Employees' Consultative Forum note the progress towards actions outlined in the Strategy for People and the associated Staff Survey actions and performance measures

## **1.2 Reason for report**

To inform the consultative forum on the progress against actions in relation to the Strategy for People and the progress towards the development of the 2005 Staff Survey

## **1.3 Benefits**

The Staff Survey enables the Council to assess progress against key performance measures and the actions in the Council's Strategy for People.

## **1.4 Cost of Proposals**

The cost of the Staff Survey in 2005 is estimated to be in the region of £30,000.

## **1.5 Risks**

The Strategy for People is aligned to the council's corporate objectives, and continued progress against the Strategy for People action plan is essential to the achievement of those objectives.

The achievement of Investors in People as a council is dependent on the Strategy for People action plan remaining on target.

## **1.6 Implications if recommendations rejected**

Not applicable

## **Section 2: Report**

2.1 The Council conducted its first full bi-annual staff survey in November 2003. Results were published in January 2004. The survey benchmarked results against other public and private sector organisations. Performance measures were identified by which progress could be measured in future Staff Surveys and through Investors in People assessment (See Appendix 1).

2.2 The results of the survey informed the actions taken in the Council's Strategy for People, published in April 2004. A corporate action plan was

developed (See Appendix 2) and actions have also been taken within Directorates and incorporated into Service Plans.

2.3 A further Staff Survey will be undertaken in November 2005. Progress on the Strategy for People will also be measured during 2005-06 in the following ways;

- Focus groups of staff on a 6 monthly basis
- A Council wide assessment against the Investors in People Standards in December 2005

2.4 Information gained through the focus groups, survey and assessment will be used to inform the wider review of the Strategy for People in April 2006.

2.5 The Council has been selected to be a pilot for London Authorities in developing a framework for workforce planning and workforce development planning. This framework, along with the Council's Key priorities and plan and Directorates service plans will be also be used in the development of a revised Strategy for People action plan.

### 2.3 Consultation

Trade Unions formed part of the project team to develop the staff survey. A wide range of stakeholders including Trade Unions and employee support groups were consulted on the development of the Strategy for People. Trade Unions and support groups will be fully consulted on the development of the 2005 Staff Survey and the review of the Strategy for People.

### 2.4 Financial Implications

Provision has been made in the Council's Medium Term Budget Strategy for the cost of the 2005 staff survey.

### 2.5 Legal Implications

There are no legal implications

### 2.6 Equalities Impact

'Recognising the value of diversity' is a Key Priority in the Council's Strategy for People. The staff survey includes assessments of the Council's performance on equalities.

The consultation arrangements will minimize any potential adverse impact from the Staff Survey process on minority groups.

### **Section 3: Supporting Information/Background Documents**

#### 3.1 Background Documents:

- Staff Survey 2003 (Appendix 1)
- Strategy for People 2004 –2008 (Appendix 2)



# **HARROW COUNCIL**

**Staff survey 2003**

## **Performance measures and actions**

Following the staff survey the Council has identified 3 key areas for action to be addressed at a corporate, departmental and local level:

1. Improving two way communication on direction, progress and achievements
  - The Council will implement a core briefing system for face to face briefings to be used in all Council Departments
  - Departments will arrange regular staff meetings with all staff
2. Ensuring all staff have regular appraisals
  - An individual performance appraisal and development programme will be introduced for all staff
3. Making it easier to share good ideas, work together and get things done
  - The Council will provide e- and paper newsletters and hold events to share good practice and achievements

Specific action plans will be incorporated into the Council's Strategy for People and in HR and Directorate Service Plans

The four key questions which will measure performance will be:

- How do you rate Harrow Council as a place to work compared to other places you of?
- How well informed do you feel about issues which affect you?
- How satisfied are you with your current job?
- My SDR was a useful exercise

The Council will aim to reach or exceed the Work Foundation benchmark for each of these 4 key questions.

Progress on the Strategy for People will be also be assessed through measuring the degree of improvement on the descriptive questions in the survey in the 2005 and 2007 surveys.

Harrow Council exceeded the Workforce Benchmark in many of the answers to the questions underneath. The Council will aim to reach or exceed the Work Foundation benchmark for each of these by 2007.

Staff survey	Key Priorities ( letters relate to specific actions in the strategy)				
	1	2	3	4	5
How well does your job provide you with the following features.....	abd		e		af
How far do you agree / disagree with the following statements on t&d....	ghj	abce	a		fh
How far do you agree with the following statements about your manager.	j	b	c	ab	acefh
How far do you agree with the following statements about Harrow Council.		abg	ace	ab	ef
How far do you agree with the following statements about your job			ce	abfg	a

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How far do you agree with the following statements about communication			a	ab	ef
How far do you agree with the following statements about senior managers		b	ac	ab	egh
How far do you agree with the following statements about change			c	ab	aef

The Council will also measure progress towards the Work Foundation benchmark in the following questions where the Council responses were found to be significantly short of the benchmark in both 2005 and 2007 with the aim of achieving Work Foundation Benchmark in 2007

Question	Harrows score	Work Foundation's Benchmark	degree of under performance
<b>Views on Harrow Council</b>			
<ul style="list-style-type: none"> <li>How do you rate Harrow Council as a place to work compared to other places you have worked in or know of?</li> </ul>	HMS 0.07	0.41	significantly short
<ul style="list-style-type: none"> <li>I understand Harrow Council's strategic direction and objectives</li> </ul>	HMS 0.23	0.82	significantly short
<ul style="list-style-type: none"> <li>I can understand how my own work objectives fit into those of Harrow Council</li> </ul>	HMS 0.49	0.68	significantly short
<ul style="list-style-type: none"> <li>I am proud to work for Harrow Council</li> </ul>	HMS 0.27	0.54	significantly short
<ul style="list-style-type: none"> <li>Policies and procedures are applied consistently across the Council</li> </ul>	HMS -0.47	-0.04	significantly more negative
<ul style="list-style-type: none"> <li>Different divisions and departments in Harrow work effectively with one another</li> </ul>	HMS -0.53	0.02	significantly short
<ul style="list-style-type: none"> <li>Good practice and ideas are being shared effectively between different parts of the Council</li> </ul>	HMS -0.58	-0.19	significantly more negative
<ul style="list-style-type: none"> <li>I am confident that Harrow has a good understanding of the needs of customers</li> </ul>	HMS 0.44	0.67	significantly short
<ul style="list-style-type: none"> <li>The changes we are making will make us more effective as an organisation</li> </ul>	HMS 0.07	0.53	significantly short
<ul style="list-style-type: none"> <li>I am well informed about the changes taking place within Harrow</li> </ul>	HMS -0.13	0.31	significantly more negative
<ul style="list-style-type: none"> <li>I feel positive about the future of Harrow Council</li> </ul>	HMS -0.02	0.31	significantly short
<b>Communication</b>			
<ul style="list-style-type: none"> <li>none significantly short</li> </ul>			
<b>You and your job</b>			
<ul style="list-style-type: none"> <li>none significantly short</li> </ul>			
<b>Management Style - Line Managers</b>			
<ul style="list-style-type: none"> <li>Motivating</li> </ul>	HMS 0.38	0.79	falls well below
<b>Management Style - Senior Managers (CEO, Executive Directors and Directors)</b>			

<ul style="list-style-type: none"> <li>Senior Managers demonstrate they value the contribution of individuals at the Council</li> </ul>	HMS -0.21	0.11	falls well below norm
<ul style="list-style-type: none"> <li>Level of Senior Management visibility in their area</li> </ul>	HMS - 0.22	0.72	significantly below
<b>Learning &amp; Development</b>			
<ul style="list-style-type: none"> <li>I feel I have equal access to promotion opportunities</li> </ul>	HMS 0.01	0.36	significantly short

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# Strategy for managing and developing people

.....to deliver the best possible services

2004 – 2008

**ACTION PLAN**

## Key priority 1: Finding and keeping the right people with the right skills

What we'll do	To achieve what	CORPORATE ACTIONS	Who	PROGRESS end year one
Develop a flexible benefits package	<ul style="list-style-type: none"> <li>▪ People will be able to choose benefits to suit their current needs</li> <li>▪ People will be able to change their benefits package as their needs change</li> </ul>	<p><b>2004 –05</b> Negotiate flexible benefits scheme</p> <p><b>2005-06</b></p>	GM (HR)	Discussions on flexible benefits were included within Single Status but at that time they were rejected by the TU. This is now being considered as part of the 'National' agenda following which local discussions will recommence
Promote a range of flexible working opportunities	A workforce which maximises the potential pool of people able to work for us	<p><b>2004-05</b> Develop flexible working and 'home working policy' Review applicant info' pack</p> <p><b>2005-06</b> Implement and launch new policies and applicant info pack</p>	GM (HR)	Current flexible working policies have been reviewed and a streamlined single policy is being developed. A 'home working' policy has being developed and a pilot scheme introduced. The 'standard' applicant information pack is being updated to better reflect and promote the Council's flexible working arrangements.
Develop a streamlined, professional recruitment service	The council will attract talented applicants and impress them with the fairness and efficiency of the process	<p><b>2004-05</b> Review Recruitment &amp; Selection Policy and Procedures Review and improve applicant management systems</p>	GM (HR) GM (LC) / Smr. Prof & SM's -LC	Applicant management has been transferred to our partner company, which will ensure an improved and more consistently effective service. The 'standard' applicant information pack is being updated and improved. The Council's recruitment & selection Policy has been reviewed and we are currently in consultation on developing a new Policy and 'toolkit' for managers
		<p><b>2005-06</b> Apply business process re-</p>		The administration associated with the recruitment process will be enveloped



<p>engineering to administrative aspects of recruitment.</p>	<p>into the works of the Lifecycle Management Unit in April 2005. Officers are currently drafting new processes that will improve the turn-a-round timescale thereby ensuring that the authority gains access to staff at the earliest opportunity and significantly enhancing the client's experience of recruitment at Harrow.</p>
<p>Develop an effective reward package</p>	<p>The way in which we reward our people is seen to be fair across the council, and rewards contribution</p>
<p><b>2004-05</b> Negotiate local Single Status agreement</p>	<p>GM (HR)</p>
<p><b>2005-06</b></p>	<p>Complete implementation of local single status agreement Develop contribution based pay scheme</p>
<p>The Council has introduced a local Single Status agreement, which has eliminated much of the perceived unfairness in rewards.</p>	<p>Work on job evaluation of former manual worker and national graded jobs is continuing. Discussions on contribution based pay will follow the implementation of the Individual Performance and Development scheme</p>
<p>Promote career opportunities in the Council with the local community, in local colleges and universities</p>	<p>The council will be recognised as the employer of choice by people in all Harrow's communities</p>
<p><b>2004-05</b></p>	<p>Achieve Matrix accreditation for service quality of advice Run Working in Harrow job fair and promote through community partners Offer all external candidates who are unsuccessful free job search advice</p>
<p>GM (OD)</p>	<p>Matrix accreditation achieved May 2004 Working in Harrow road show run Jan 2005 Over 200 advice interviews conducted</p>
<p><b>2005-06</b></p>	<p>Run road shows in schools and colleges</p>
<p>Sessions planned for 2 schools and Harrow college</p>	<p>Sessions planned for 2 schools and Harrow college</p>

<b>What we'll do</b>	<b>To achieve what</b>	<b>CORPORATE ACTIONS</b>	<b>Who</b>	<b>PROGRESS end year one</b>
Develop a learning and development strategy	Maximum access to, and equality of opportunity across the Council for, learning and development opportunities for informal and formal learning	<p><b>2004-05</b> Develop workforce development framework</p> <p><b>2005-06</b> Implement workforce development framework across the Council</p>	GM (OD)	Agreed to pilot ALG framework for completion March/April 2005
Develop managers as coaches	Continuing improvement in the number of effective, learning opportunities in the workplace	<p><b>2004-05</b> Develop coaching pool of trained coaches</p> <p><b>2005-06</b> Implement coaching programme for Directors and middle managers</p> <p><b>2006-07</b> Develop coaching training for Directors and middle managers</p>	GM (OD) Principal HCU	Coaching pool of 20 trained and established  Programme proposed for Directors
Develop a structured approach to career and individual development	A stable and suitably skilled workforce which increases capacity	<p><b>2004-05</b> Develop workforce development framework</p> <p><b>2005-06</b> Implement workforce development framework across the Council</p>	GM (OD)	Pilot framework in progress

<b>What we'll do</b>	<b>To achieve what</b>	<b>CORPORATE ACTIONS</b>	<b>who</b>	<b>PROGRESS end year one</b>
Achieve Investors in People status across the whole Council by January 2005	A workforce developed to meet the business and service needs of the Council	<p><b>2004-05</b> Achieve Business Connections and OD IIP status June 2004, Achieve UL IIP status Nov 2004 Achieve as Council Jan 2005</p> <p><b>2005-06</b> No action</p> <p><b>2006-07</b> Re-assessment for benchmarking purposes.</p>		BC and OD achieved May 2004. UL assessed and not successful Nov 2004, this required re-scheduling of full assessment to Nov 2005
Promote the value of the Occupational Pension scheme.	<ul style="list-style-type: none"> <li>A greater understanding and awareness amongst the workforce of the value to their benefit package through access to a Final Salary Defined Benefit pension scheme.</li> <li>An appreciation of the contribution the employer makes to maintain the Pension fund and the value of such contribution in relation to the individual's benefit package.</li> </ul>	<p><b>2005-06</b> Develop communications across a range of mediums detailing the benefits of a Final Salary Defined Benefit pension scheme.</p> <p><b>2006-07</b> Review of communication strategy in light of access to new technology (i.e. single database).</p>	GM (LC) SM (Pens).	<p>Include appropriate paragraph for inclusion in the new Recruitment pack. [April 2005] Host seminars throughout the Borough explaining scheme benefits. [April/May/June 2005] Highlight value of scheme in the annual newsletter to fund members. [July 2005]</p>

<b>What we'll do</b>	<b>To achieve what</b>	<b>CORPORATE ACTIONS</b>	<b>Who</b>	<b>PROGRESS end year one</b>
Develop a flexible retirement solution.	<ul style="list-style-type: none"> <li>To provide individuals with the flexibility that will allow them to both draw down on pension benefits and gradually reduce working hours in the years leading up to retirement.</li> <li>To ensure that the employer benefits from the retention of valued and experienced employees in a competitive market place.</li> </ul>	<b>2004-05</b> Respond to the ODPM consultation document on the future of the LGPS, indicating Harrow's support for the introduction of flexible retirement.	GM (ALL)	Forward Harrow's response to the ODPM consultation Paper. [March 2005]

## Key priority 2: Recognising the value of diversity

What we'll do	To achieve what	CORPORATE ACTIONS	Who	PROGRESS end year one
Develop a Corporate Equality Plan incorporating the council's Race Equality Scheme	Embed diversity and equality of opportunity in all aspects of people management and service delivery across the council	<b>2004-05</b> Develop a Corporate Equality Plan  <b>2005-06</b> Develop a generic 'Equality Scheme'	GM (HR) GM (OD)	Corporate Plan Developed and published Level 2 of the Equality Standard achieved E-learning package implemented Impact assessment training implemented
Introduce a fair treatment in employment policy	People's complaints will be resolved effectively	<b>2004-05</b> Review current policy and develop a fair treatment policy  <b>2005-06</b> Review current policy and develop a fair treatment policy	GM (HR)	Current policies were amended in line with changes in legislation but further review was delayed pending findings of independent review.
Undertake an Equal Pay review	A fair and equal reward system	<b>2006-07</b> Undertake review	GM (HR)	
Conduct a learning and development equalities audit	Equality and diversity issues are mainstreamed in all learning and development activity	<b>2004-05</b> Review corporate and Social care programmes  <b>2005-06</b> provide framework to review all programmes	GM (OD)	

<b>What we'll do</b>	<b>To achieve what</b>	<b>CORPORATE ACTIONS</b>	<b>Who</b>	<b>PROGRESS end year one</b>
Develop a positive action programme in consultation with representative groups	A workforce which reflects the community it serves	<b>2004-05</b> Implement positive action for DMS programme Implement action learning PA sets	GM (OD)	DMS and CM programmes implemented Action learning sets not implemented
Develop a disability and cultural awareness programme for all staff	People in the council will treat each other with respect and understand and work to meet the needs of a diverse community	<b>2004-05</b> Implement IDEA disability programme Develop e-learning diversity package for all staff Implement impact assessment training for all managers	GM (ALL)	200 staff completed disability programme Diversity awareness programme implemented – take up poor 4 impact assessment courses run – take up poor
Develop a programme to share best practice with partner organisations	The council will encourage its partners to embrace best practice in equalities issues	<b>2005-06</b> Develop team based diversity awareness training for all staff Develop and implement impact assessment	GM (OD)	
Develop a programme to share best practice with partner organisations	The council will encourage its partners to embrace best practice in equalities issues	<b>2005-06</b> Share e-learning with partners	GM (OD)	
		<b>2006-07</b> Develop network to share best practice		
Refine the provision and reporting of management information	Continuing improvement in our management information and performance on equality	<b>2004-05</b> Review and develop staff monitoring systems Develop learning	GM (ALL)	Monitoring systems now cover int' and ext appointments and information collected includes age. Monitoring information for Agency staff

<p>management system to report more accurately on training</p>	<p>now available Learning Management System implemented</p>
<p><b>2005-06</b> Develop applicant data systems with partner organisations</p>	<p>GM (LC)/ Snr. Prof &amp; SM's -LC Much of the authorities future MIS reporting requirements have been detailed in the Invitation to Negotiate. [April 2005].</p>
<p>As part of a broader BPR exercise an assessment will be made of current management reports/clients immediate needs and where practicable "added-value" enhancements will be engineered.</p>	<p>Lifecycle Management will review reporting mechanisms provided through the ORACLE/DELPHI and AXISe databases and streamlining outturn reporting. [May – August 2005]</p>
<p>Working with the new strategic partner assess the future MIS needs of the client and ensure that they are reflected and catered for in the identified three major business projects.</p>	

### Key priority 3: Motivating for results

What we'll do	To achieve what	CORPORATE ACTIONS	Who	PROGRESS end year one
Develop a dynamic health and safety strategy which meets the changing requirements of the Council	Healthy and safe places to work with safe ways of working	<b>2004-05</b> Review H&S management	Exec Dir (BC)	The management of H&S was reviewed and revised organisational arrangements implemented
		<b>2005-06</b> Develop H&S strategy		
		<b>2004-05</b> Review OH Service and develop initiatives for healthy lifestyles	GM (HR)	OH service tendered and new contract awarded, healthy lifestyle programme being developed for launch in 2005-06
Provide structured encouragement, support and initiatives for people to adopt healthy lifestyles	A healthier workforce	<b>2005-06</b> Introduce programme of campaigns for healthy lifestyles		
		<b>2006-07</b> Review effectiveness of OH contract		
		<b>2004-05</b> Review OH Service and option for EAP	GM (HR)	OH service tendered and new contract awarded. Pilot EAP launched.
Provide structured pro-active support to people who become sick or are injured at work	A healthier workforce	<b>2005-06</b> Review EAP Pilot		



<b>What we'll do</b>	<b>To achieve what</b>	<b>CORPORATE ACTIONS</b>	<b>Who</b>	<b>PROGRESS end year one</b>
Define and communicate what behaviours and competencies the Council expects from staff	People are clear about what and how they are expected to contribute towards achieving the council's vision	<p><b>2004-05</b> Develop competency dictionary</p> <p><b>2005-06</b> Introduce competency dictionary to staff teams across the Council</p>	GM (OD)	Competency dictionary developed and used for middle management review
Provide a systematic approach to celebrating organisational, team and individual success	Individual and team contributions are recognised and the workforce is motivated	<p><b>2004-05</b> Run achievement awards event</p> <p><b>2005-06</b> Implement achievement awards as part of employee recognition 2006 07</p>	GM (OD)	Achievement award ceremony run in April 2004 Plans for 2005/6 in place
Promote our support, benefits and working options	A more motivated workforce whilst improving the service to our customers	<p><b>2004-05</b> Launch EAP Raise awareness of Pension Benefits</p> <p><b>2005-06</b></p>	GM (ALL)	Pilot EAP launched Annual Pensions Statement issued to all staff Pension surgeries held for all staff

## Key priority 4: Keeping people up to date

What we'll do	To achieve what	CORPORATE ACTIONS	Who	PROGRESS end year one
Develop a standard framework for face to face briefings across the council	A two way process of communication on new developments and changes to the Council	<b>2005-06</b> Implement core briefing across the council	GM (OD) GM Com ms	
Develop an interactive HR intranet site	People able to access services more easily and at a time to suit them Improved communication with staff	<b>2004-05</b> Develop Change management, development and Diversity sites  <b>2005-06</b> Develop managers toolkits on People Management processes  <b>2006-07</b> Develop self serve for all staff through Business Transformation p Project	GM (ALL)	Sites developed and launched.  R&S toolkit being developed through review of R&S policy
Develop a staff communications strategy, which uses new technologies to the full.	People can give customers up-to-date information about what the Council is doing and can use the information to provide and improve services	<b>2004-05</b> Develop e-newsletter  <b>2005-06</b>	GM	

<b>What we'll do</b>	<b>To achieve what</b>	<b>CORPORATE ACTIONS</b>	<b>who</b>	<b>PROGRESS end year one</b>
Develop a workforce Internet Self-service site.	<ul style="list-style-type: none"> <li>To provide a pension service that is comparable with best in both private and public sector.</li> <li>To provide members of the LGPS with 24/7 access to their pension details and facility to undertake benefit calculations.</li> </ul>	<p><b>2005-06</b> Draw up project plan and commission hardware/software.</p> <p><b>2006 07</b> System goes live.</p>	GM (LC) / SM – Pens.	Harrow's Pensions Service will engage with HITS and Hardware /Software provider. [June 2005].
Develop an integrated personnel /payroll system and Pension interface.	<ul style="list-style-type: none"> <li>Efficient processing of transactions and information transfer</li> <li>Remove duplication/triplication of processing thereby improving service delivery.</li> <li>Provide the workforce with access to a one-stop service for all HR, Payroll and pension administrative issues.</li> <li>Provide meaningful and accurate management information, direct to</li> </ul>	<p><b>2005-06</b> Working with the new strategic partner, develop, as part of the ERP project, a single database.</p>	GM (LC)/ Snr. Prof & SM's –LC	

the officer's desktop, in a format that will assist management in supporting their workforce and facilitate further interrogation of data.

- Drive through service efficiencies allowing the authority to refocus resource in areas that will best support the client.

Make sure staff have the skills to make best use of new technologies	People make excellent use of new technologies to improve service to the customer	<b>2004-05</b> Develop e-skills strategy	GM (OD)	Strategy not developed HCU will have significant impact in this area
		<b>2005-06</b> Implement strategy		
Develop an e-learning programme	Mandatory procedural training is undertaken by all in a timely way and people have increased access to opportunities for personal and career development	<b>2004-05</b> Develop e-induction programme and diversity solution	GM (OD) Principal HCU	e-induction diversity and DP programmes implemented
		<b>2005-06</b> Develop H&S, data protection and FOI solution		
		<b>2006-07</b> Develop financial and HR solutions		

<b>What we'll do</b>	<b>To achieve what</b>	<b>CORPORATE ACTIONS</b>	<b>Who</b>	<b>PROGRESS end year one</b>
Develop an integrated learning management system	People are able to manage their own learning with the support of their manager and the HR service	<p><b>2004-05</b> Implement web accessed self serve system</p> <p><b>2005-06</b> Develop on core performance self service</p>	GM (OD)	On core training administrator implemented, however on core performance (self serve will be developed in 2005-06) BTP will impact on the long term
Develop more effective reporting of management information on people issues	See Diversity			
Develop on-line recruitment	An efficient and professional recruitment and selection process	<p><b>2004-05</b> Introduce a full on-line application process</p>	GM (HR)	Development delayed pending outcome of wider review of recruitment. On line applications introduced in Apr 05

## Key priority 5: Building capacity

What we'll do	To achieve what	CORPORATE ACTIONS	Who	PROGRESS end year one
Develop leadership and management programmes based on competency frameworks	Highly effective, ethical leaders and managers who are customer focussed, performance driven and empower their staff	<p><b>2004-05</b> Implement High performing leaders programme for Directors. Develop Middle management and first line programme</p> <p><b>2005-06</b> Implement middle manager Implement first line managers Implement coaching programme</p>	GM (OD)	Leadership programme implemented Middle managers programme developed
Develop a performance management and development framework across the council	A consistent approach to managing performance and development across the council with people who are clear about their role and their contribution to delivering services	<p><b>2004-05</b> Develop staff to implement High Performing Harrow Develop individual framework</p> <p><b>2005-06</b> Implement individual framework</p> <p><b>2006-07</b> Evaluate implementation</p>	GM (OD)	Individual framework developed due to be implemented by mid April 2005

<b>What we'll do</b>	<b>To achieve what</b>	<b>CORPORATE ACTIONS</b>	<b>Who</b>	<b>PROGRESS end year one</b>
Introduce Team based improvement reviews in work and project teams	Change is implemented effectively through people working collaboratively	<p><b>2004-05</b> Develop models and frameworks</p> <p><b>2005-06</b> Agree and Implement joint service reviews and team challenge programme</p> <p><b>2006-07</b> Implement further reviews</p> <p><b>2007-08</b> Implement further reviews</p>	GM (OD)	High Performing Teams model and Team Challenge framework developed
Develop a capability procedure	Poor performance in the council is identified and remedied	<p><b>2004-05</b> Negotiate and implement</p> <p><b>2005-06</b> Negotiate and implement</p>	GM (HR)	Negotiations stalled owing to TU resistance. Is now a priority for negotiation
Develop more flexible HR policies and procedures	Effective use of people and improved service delivery	<p><b>2004-05</b> Review R&amp;S Policy &amp; Procedures Develop Joint Service Reviews</p> <p><b>2004-05</b> Ongoing reviews of key policies</p>	GM (HR)	Revised R&S Policy & toolkit will facilitate more effective and efficient recruitment Joint Service Reviews framework developed and 1 <sup>st</sup> Review launched

<b>What we'll do</b>	<b>To achieve what</b>	<b>CORPORATE ACTIONS</b>	<b>Who</b>	<b>PROGRESS end year one</b>
Develop a process which makes sure people are consulted and engaged in changes from the start	A more effective change process for both minor and major changes	<p><b>2004-05</b> Introduce wider consultative processes</p> <p><b>2005-06</b> Review consultative process in line with I&amp;C Regulations</p>	GM (HR)	Joint service reviews process includes staff representatives
Develop effective partnerships with the trade unions	Effective employee relations which contribute to achieving the Council's objectives	<p><b>2004-05</b> Develop a joint partnership approach to service review</p> <p><b>2005-06</b> Implement programme for further joint service reviews</p>	GM (HR) GM (OD)	Framework developed and 1 <sup>st</sup> Review launched